



County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



LEROY D. BACA, SHERIFF

December 15, 2006

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**WORKING GROUP ADDENDUM TO THE FINAL REPORT  
ON THE REVIEW OF PERTINENT ISSUES REGARDING THE  
RECRUITMENT AND RETENTION OF DEPUTY SHERIFFS**

On February 21, 2006, your Board adopted a motion requesting the Los Angeles County Sheriff's Department (Department) and the Chief Administrative Office (CAO) to establish a working group to address the Department's retention and recruitment issues.

The working group's purpose was to improve the Department's effort, via a collaborative dialog, to recruit and retain qualified law enforcement personnel. The working group met on numerous occasions during the past nine months to discuss various issues impacting recruitment, hiring, and retention of deputy sheriffs. A final working group report was provided to the Board by the CAO on September 22, 2006, and this addendum addresses additional pertinent issues not addressed in the final correspondence.

On September 26, 2006, your Board, on a recommendation from the working group, approved \$5.57 million in increased funding to expand the Department's recruitment efforts and increase staffing in both the Training and Scientific Services Bureaus. With the Board's support, the Department's efforts to positively impact retention has been a success. A review of statistics for the 2006 calendar year indicate that a total of 287 deputy sheriffs separated from the Department, while only 58 sought employment with other law enforcement agencies. By comparison, statistics for the 2005 calendar year indicate a total of 485 deputy sheriffs separated from the Department, while 119 sought employment with other law enforcement agencies.

*A Tradition of Service*

Since the inception of the working group, deputy sheriff vacancies have been reduced due to the increased recruiting efforts. Thus far in 2006, the Department has processed over 19,000 applicants, resulting in 4,925 applicants entering the background process. Comparatively in 2005, the Department processed 17,831 applicants with 2,905 who entered the background process. This represents an 11.5 percent increase in applicants processed and a 41 percent increase in applicants that entered the background process from the year prior. In addition, the Department increased the number of off-site testing locations from eleven in 2005 to eighty-six in 2006, and it is anticipated that the number of applicants will continue to increase.

The working group has also concentrated on suggestions that were brought forward within the Department. The Association for Los Angeles Deputy Sheriffs (ALADS) raised several issues, including specific non-monetary concerns, and expressed their willingness to meet with County representatives to further explore the specifics of each issue. The following represents a summary of those ideas and the Department's subsequent response:

- Free Travel on Public Transit System - Sworn Department members may travel free on the Metropolitan Transit Authority (MTA) system if they travel in uniform and comply with MTA regulations.
- Car Pooling/Preferred Parking Program - The Department actively promotes car pooling among employees. Many Department units have car pool administrators and provide preferred parking spots for car pool participants.
- Geographic Proximity at Patrol Transfer Meetings - Policy dictates that deputies must maintain a list of three preferred patrol stations. During the patrol transfer meetings, the Department makes every effort to provide the deputy with their first choice.
- Grant Custody Extensions/Temporary Suspension of the 214 Rule - The Department currently grants unlimited custody extensions.
- Employee Recruitment Bonus - The Department reviewed this recommendation and does not support it. The bonus would be administratively cumbersome, and would include fraud tracking, and funding issues. An educational hiring bonus was recommended to the working group, but was not pursued because the Department would be required to fully fund the program.
- Compressed Work Schedule - Compressed work schedules are already being offered at many units within the Department.

- Adjusted Shift Times - Already offered throughout the Department.
- Assign Academy Graduates Closer to Home - Where possible, every effort is made to assign graduates to facilities located as close as possible to their residence.
- Bus/Tram Service - The Department already provides bus and tram service at high volume locations where schedules remain static.
- Transfer and Refrain From Accepting All State Parole Violators - As of March 2007, the current contract between the Department and the California Department of Corrections (CDC) to house approximately 1,200 State inmates in the county jail will be discontinued.
- DROP Program - Not implemented.
- Amend the 120-Day Rule to Increase Work Time - The Department is not pursuing an amendment to this rule.

The Department recommends the following suggestions be addressed as bargaining issues:

- Travel Mitigation/Commuting Allowance
- Housing Allowance
- Reduce Length of Service Required to Receive Longevity Pay/Cash Retention Bonus

### **Association for Los Angeles Deputy Sheriffs**

ALADS was an active and valuable participant in the working group and has expressed a willingness to continue discussions with County management on some unresolved issues that were viewed as being outside the scope of the working group's mission.

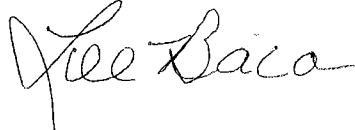
### **CONCLUSION**

The Department has experienced challenges attracting and retaining qualified candidates, but with your Board's assistance, has persevered to make record-setting strides in hiring deputy sheriffs to fill critical vacancies within the Department. The Department remains committed to working in partnership with the Board, its employee organizations, and our dedicated workforce to carry on our reputation as the finest law enforcement organization in the world.

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If you have any questions or concerns, please feel free to contact me at (323) 526-5000 or Division Director Victor Rampulla, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script that reads "Leroy D. Baca". The signature is written in dark ink and is positioned above the printed name.

LEROY D. BACA  
SHERIFF